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NOTES FROM MEETING

NBPO, 6/18/85

Perceptions. As an organization, we tend to be very parochial, jealous of prerogatives, confront outsiders. Need to find a more eucumenical answer: e.g., don't say "that's a procurement problem." Hank's thoughts of rotations might help: Generalist vs. specialist.

Philosophy.

We tend to put our very best people outside OL and keep the less than best inside. Have we suffered as a result? When you are supporting an overseas or even HQ operation, it is comforting that you have the best at your side. But we are taking a beam of light and breaking it into many bright rays, the sum of which is never really seen.

For many customers (e.g., DI, DS&T, Pers, OIS, OS), the only logisticians they have contact with are program supply people, O&M, supply management, and procurement. If we have less-than-the-best satisfy their requirements, that is the image we will project. So we should keep our best in key jobs; channel requirements and inquiries to key people.

NBPO is one-on-one w/many people; mainly coordinate work w/contractors. We should try to lessen the (inconvenience caused by our projects) by communicating, working closely, trying to give employees plenty of time to adapt to changes. NBPO is probably one of the offices doing the most to project OL. It will, however, be "peak and valley."

How improve.

Training. Is it possible to have focal point for a key position and train them at more than entry level so the job is filled by someone with experience--and a rotational type job?

Trouble desk. SD had central control and distribution around 1966: a group of experts in procurement, supply, transportation, who received requests, generated action, would follow up. Again, maybe we need a clearing house, a 1- or 2-man team who could help, say, someone who did not know how to fill out a particular form....a centralized processing organization to serve all the requirements that are generated by non-log types. Information might be entered better by one knowledgeable about it than by just everyone.

Professionalism. Stress the technicality of the jobs we perform and how we are truly professional in meeting these challenges.

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NOTES FROM MEETING

NBPO, 6/18/85

Education. How many different degrees reside in OL? Find the educational level of OL careerists today. We could staff any major university in the U.S. Tell people, "Yes, we move typewriters and desks, but we do other things, too." Many of us have disciplines we have adapted to the field of logistics, e.g., in the last decade, the modern approach such as integrated logistics management.

Jargon. Change so that when we talk about supply management, reorder points or stock items, we talk about "life-time support to an end item", e.g., the bullets, cleaning kits, etc., for weapons sytem. Use new words for what we do. For example, call a warehouse an "advanced storage facility." The military has done a good job of this. We need new packaging: In the early days, we gave support to HUMINT; now, we support scientific intelligence.

Educate ourselves. Make logisticians realize that we are everything we say we are...and that we need to start living and acting as though we are. Put self in forefront to get more involved in the planning process.

Performance -- THE KEY ELEMENT. This is a "show me" world. Show that it takes a special kind of something--personality, temperament, clothing. And this can only be gained through experience and training; it is not something one gets through environment or heredity.

External feedback.

Do personal interview with many of the senior log people assigned outside and ask each one to have his boss sit in, then give us their feedback. The difficulty is that we only get one point of view.

Used questionnaires in LSD (HOME) survey but think we led people because of the way the questions were worded. We must make it clear we're not looking for a pat on the back but areas where we are NOT performing as we should be. Guard responses; don't over-react.

Be sure to give them our feedback: "Here is what we got, here's what we're doing about it. If you forgot anything, give me your additional thoughts." Give client idea that we listen: validate whether perceptions are valid and client's suggestions for change.

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NOTES FROM MEETING [REDACTED], NBPO, 6/18/85

Ways to communicate.

Salesmanship and Communication.

NBPO can impact on creature comforts. NBPO is a small group to keep down the bureaucracy, and they're not ashamed to call on the talent that is available in the rest of the Agency. "We go out looking for help. You're the experts. Tell us how."

Be very selective in who makes the presentations for the office. Have an actor or actress, person who briefs well, sounds good, keeps attention, is interesting.

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Take another look at some of our programs, e.g., DDS&T. Tell more war stories. We tend to be too technical. Have a [REDACTED] tell [REDACTED] what he was doing down there. Being a log officer is not just driving a forklift.

Convey the idea that we're intelligence officers too, although our part may be the support to the gathering of intelligence. Any person who has served in an overseas tour or taken part in a clandestine operation will say there's more to it than appears on surface. E.g., there's an old film dealing with log support to Laos in 60s: "It Just Doesn't Happen." Showed how they got weapons, clothes, food and other things that permitted us to carry out our operations. Could do the same thing in today's environment and key to what's happening in Central America or even the Middle East. Probably as many as 2/3 of Agency employees don't know what OL does. We have to be the very best, because we are all they see. But we are really just the tip of the iceberg that is the Office of Logistics.

"Log Notes". Ask all support/logs officers to distribute as they see fit; no regular schedule.

Agency newspaper.

"OL show." Set up desk and cubicles.

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Open house & picnic [REDACTED]; invite people from other components.

Posters.

Newsletters.

Moving signs at cafeteria entrances, e.g., "Northside loading dock will be closed on _____" or "Get your parking permits from _____" Run signs from 1130 to 1300.

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NOTES FROM MEETING

7/3/85

Perceptions. The way we think of ourselves is the way others think of us. The "You call, we haul" kind of thinking can be changed by logs persons getting out the word, as they work with and serve other Agency components, that we are a professional group.

How improve.

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Give face-to-face feedback whenever possible. E.g., NBPO plans to visit components after New Bldg construction is completed and ask "how everything worked out." [] has been working with some 25 people on the New Bldg fit-up; she plans to take them on a tour of the construction site. This type of feedback takes time but has many advantages.

Improve all OL forms. Pam learned that offices find the form for PTI of furniture especially difficult to work with.

Establish a formal training program for each OL careerist. Give experience to young people. E.g., in construction of the new bldg, architects should be involved in the actual building activities to some extent. If not, morale suffers, and what we have are "paper" engineers and architects.